



Our Commitment to Sustainability

A Model Sustainability Policy

Economic prosperity. Social responsibility. Environmental stewardship.

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APPROVED BY

Board of Directors

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Preamble

Guardian Limited Group of Companies (GLG) recognizes that sustainable development — meeting the needs of the present without compromising the ability of future generations to meet their own needs — is not only an ethical imperative but a strategic business priority.

This Sustainability Policy formalizes GLG’s commitment to operating in a manner that creates lasting value for our shareholders, employees, customers, communities, and the natural environment upon which all life depends.

GLG embraces a triple-bottom-line framework: **economic prosperity, social responsibility, and environmental stewardship**. These three pillars are interdependent, mutually reinforcing, and central to our identity as a responsible corporate group. This policy applies to all subsidiaries, business units, employees, contractors, and supply-chain partners operating under the GLG banner.

We pursue economic success not at the expense of our values, but through their consistent application.

Vision

Guardian Limited Group of Companies aspires to be a globally recognized leader in sustainable business — generating enduring economic value, championing the dignity and wellbeing of every person we touch, and safeguarding the natural world for generations to come.

We believe that a company which invests wisely in its people, its communities, and the environment will consistently outperform competitors over the long term, strengthen its brand, and earn the trust that is the foundation of every lasting enterprise.

Our vision is rooted in the conviction that sustainability and profitability are complementary, not competing. Every dollar saved through resource efficiency drops to the bottom line; every community strengthened by fair wages and local purchasing becomes a more loyal customer base; every environmental risk proactively managed avoids costly liability.

GLG therefore views sustainability not as a compliance burden, but as a source of competitive advantage, innovation, and resilience.

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Economic Success

The wise use of financial resources.

2

Social Responsibility

Respect for people.

3

Environmental Responsibility

Respect for life and the wise management of natural resources.

PILLAR

1

PART ONE

Economic Success

The wise use of financial resources.

Financial health is the engine that enables GLG to fulfill its social and environmental commitments. Without sustained profitability and prudent capital management, the company cannot invest in its workforce, communities, or environmental programs.

GLG therefore pursues economic success through disciplined stewardship of financial resources, continuous value creation, and responsible governance of capital allocation.

1a. Company Economic Prosperity

GLG is committed to building a financially strong, resilient, and growing enterprise. Economic prosperity is not pursued at the expense of other values; rather, it is pursued through the consistent application of those values.

Brand Strength

Our brand is among our most valuable intangible assets. GLG invests in brand equity through quality products and services, transparent communication, ethical conduct, and active community engagement. A strong brand commands premium pricing, reduces customer acquisition costs, and provides a buffer during economic downturns. We monitor brand perception through regular stakeholder surveys and third-party brand valuations.

Capital Expenditures

GLG evaluates all capital expenditures using rigorous financial analysis that incorporates environmental and social return on investment alongside traditional metrics such as NPV and IRR. Priority is given to capital projects that improve operational efficiency, reduce environmental footprint, enhance worker safety, or expand capacity in high-growth, underserved markets. Capital allocation decisions are reviewed quarterly by the GLG Investment Committee.

Credit Rating & Debt Management

Maintaining a strong credit rating is essential to GLG's ability to access affordable capital for growth. We manage our debt-to-equity ratio prudently, ensuring that interest coverage ratios remain comfortable even under stress scenarios. Debt is used strategically to fund productive capital investments, not to finance operating shortfalls. Transparent reporting of liabilities — both on and off balance sheet — is a core principle of our financial

governance.

Dividends & Retained Earnings

GLG balances the return of value to shareholders through dividends with the retention of sufficient earnings to fund future growth, innovation, and resilience investments. Our dividend policy targets a sustainable payout ratio that can be maintained through economic cycles, while retained earnings are deployed into R&D, capital improvements, talent development, and sustainability initiatives with measurable returns.

Market Share & Sales

Sustainable revenue growth is achieved by delivering superior products and services, expanding into new markets responsibly, and deepening relationships with existing customers. GLG monitors market share by segment and geography, investing in sales capabilities, digital channels, and customer experience improvements that drive long-term loyalty rather than short-term transaction volume.

Research & Development

GLG allocates a meaningful percentage of annual revenue to R&D, with a significant portion directed toward sustainable product innovation — materials with lower environmental impact, processes that reduce energy and water consumption, and services that help customers achieve their own sustainability goals. R&D investments are tracked as a share of sales, and outcomes are measured by patents filed, new product revenues, and sustainability performance improvements.

Return on Investment

All major investment decisions — capital projects, acquisitions, R&D programs, sustainability initiatives — are evaluated against clear ROI targets. GLG employs blended ROI analysis that captures financial returns, avoided regulatory costs, reputational benefits, and long-term risk reduction. This integrated approach ensures that investments delivering superior total value are prioritized over those with narrow financial returns.

Taxes & Tax Subsidies

GLG is committed to full compliance with all applicable tax laws in every jurisdiction in which it operates. We do not engage in aggressive tax avoidance strategies that, while technically legal, conflict with the spirit of the law or harm the communities that depend on public revenues. Where tax subsidies are available for sustainable investments — such as renewable energy credits, green building incentives, or R&D tax credits — GLG actively pursues these to improve the economics of sustainability investments and reduce the cost of capital.

Healthy, prosperous communities are essential to our long-term business success.

1b. Community Economic Prosperity

GLG recognizes that healthy, prosperous communities are essential to our long-term business success. We create economic value beyond our own financial statements by investing in the communities where we operate.

Wages & Local Employment

GLG is committed to paying wages that are not merely at the legal minimum, but that enable employees and their families to meet basic needs and participate meaningfully in economic and social life. We conduct regular wage benchmarking against local market rates and living-wage standards, and we strive to provide full-time employment with benefits that create economic stability. GLG prioritizes hiring from local communities, reducing unemployment and increasing local economic multiplier effects.

Local Purchasing

Wherever quality and cost competitiveness allow, GLG sources goods and services from local businesses. Our target is for a significant and growing share of our procurement spend to be directed to suppliers within the communities where our facilities are located. Local purchasing keeps money circulating in communities, creates jobs among our supplier base, reduces supply-chain transportation emissions, and builds goodwill that translates into community support for our operations.

Community Donations & Investments

Beyond commercial activity, GLG contributes to community wellbeing through charitable donations, employee volunteer programs, in-kind support, and strategic community investments. We prioritize contributions to education and workforce development, health and safety infrastructure, environmental restoration, and cultural and community organizations. Community investment decisions are made through a transparent process that engages local stakeholders and measures impact.

Supply Chain Economic Fairness

GLG works with suppliers to ensure that economic value is distributed fairly along the supply chain. We avoid practices that extract value from suppliers through unreasonable payment terms, last-minute order changes, or price squeezes that leave suppliers unable to invest in their own workforce and operations. Long-term supplier relationships built on mutual benefit are central to our sourcing philosophy.

PILLAR

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PART TWO

Social Responsibility

Respect for people.

GLG's most important assets are its people — employees, customers, communities, and the broader network of stakeholders whose lives our operations touch.

Social responsibility means treating every person with dignity and respect, operating ethically in all circumstances, and contributing actively to the social fabric of the communities in which we work and live.

2a. Respect for Employees

Our employees are the foundation of GLG's success. We are committed to providing a workplace that is safe, respectful, inclusive, and supportive of each employee's professional growth and personal wellbeing.

Workplace Safety & Occupational Health

The safety of every employee is non-negotiable. GLG maintains comprehensive occupational health and safety (OHS) management systems aligned with internationally recognized standards. We conduct regular workplace risk assessments, provide thorough safety training, investigate all incidents and near-misses, and set annual targets for reducing injury rates. **Our goal is zero serious injuries.** Beyond physical safety, GLG invests in employee mental health resources, ergonomic workplace design, and programs that promote overall wellbeing.

Employee Work-Life Balance

GLG recognizes that employees are whole people with responsibilities and aspirations beyond the workplace. We offer flexible working arrangements where operationally feasible, protect employees from excessive mandatory overtime, provide generous leave entitlements including parental leave, and encourage managers to model healthy work-life integration. Regular employee engagement surveys assess satisfaction with work-life balance and inform management improvements.

Fair Compensation & Benefits

Wages are set to be competitive, equitable, and reflective of performance. GLG conducts regular pay equity audits to identify and address unjustified disparities. Benefits packages are designed to provide economic security — including health insurance, retirement savings programs, and disability coverage — to all full-time employees and, where possible, part-time and contract workers.

Professional Development

GLG invests substantially in employee training, education, and career development. We believe that building the capabilities of our workforce is both the right thing to do for our employees and a strategic investment in organizational capability. Annual training hours per employee are tracked and reported, and every employee has a documented development plan reviewed regularly with their manager.

Diverse teams produce better decisions, more creative solutions, and stronger business outcomes.

2b. Fair Hiring Practices

GLG is committed to building a diverse, inclusive, and equitable workforce through hiring practices that are fair, transparent, and free from discrimination.

Equal Opportunity Employment

GLG does not discriminate in hiring, promotion, compensation, or any term of employment on the basis of race, ethnicity, gender, gender identity, sexual orientation, age, disability, religion, national origin, or any other characteristic protected by applicable law. All employment decisions are based on qualifications, skills, experience, and demonstrated potential.

Diversity & Inclusion

We actively work to build a workforce that reflects the diversity of the communities where we operate. GLG sets measurable diversity goals, reports progress publicly, and holds leadership accountable for creating inclusive environments where all employees can perform at their best.

Transparent Recruitment

Job postings are clear, accurate, and widely disseminated to reach diverse candidate pools. Selection processes are structured to minimize unconscious bias, and candidates are treated with respect throughout the hiring journey. Rejected candidates receive timely communication.

2c. Responsible Governance

Sound governance is the backbone of sustainable business. GLG commits to the highest standards of corporate governance, ethical conduct, and legal compliance.

Ethics & Integrity

GLG's Code of Ethics sets out clear expectations for honest, transparent, and law-abiding conduct by every employee and representative of the company. **Zero tolerance for bribery, corruption, and fraud** is enforced through robust compliance systems, confidential reporting channels (whistleblower protection), and consistent disciplinary consequences. Senior leadership publicly champions an ethical culture, and ethics performance is factored into management compensation.

Legal Compliance

GLG complies with all applicable laws, regulations, and standards in every jurisdiction in which it operates — including labor law, environmental law, competition law, anti-corruption legislation, privacy regulations, and product safety standards. Compliance is not viewed as the ceiling of our ambitions, but as the floor. Where law falls short of our own standards, GLG applies the higher standard.

Board Oversight & Accountability

The GLG Board of Directors maintains robust oversight of sustainability strategy and performance. A dedicated Board Sustainability Committee reviews sustainability metrics, approves policy updates, and ensures that sustainability considerations are integrated into strategic planning. Executive compensation includes sustainability performance metrics, aligning incentives with long-term value creation.

2d. Respect for Stakeholders

GLG operates within a web of relationships — with investors, employees, customers, suppliers, communities, regulators, and civil society organizations. We are committed to engaging stakeholders respectfully, transparently, and constructively.

Stakeholder Engagement

GLG conducts regular, structured stakeholder engagement processes to understand the concerns and expectations of all material stakeholder groups. These processes inform our materiality assessments, sustainability strategy, and public reporting. We are open to critical perspectives and believe that honest dialogue — even when it is uncomfortable — makes us a better company.

Transparency & Reporting

GLG publishes an annual Sustainability Report aligned with internationally recognized reporting frameworks (e.g., GRI, SASB, TCFD). We report honestly on both achievements and areas requiring improvement. Our financial reporting is prepared in accordance with applicable accounting standards and reviewed by independent external auditors.

Disaster Relief

GLG commits to supporting community disaster relief efforts in areas where our operations are located. In the event of natural disasters, humanitarian crises, or other catastrophic events affecting our employees or communities, GLG will mobilize financial resources, volunteer capacity, logistics, and other company resources to support relief and recovery efforts.

2e. Fair Dealing With Customers

Our customers are the reason GLG exists. We are committed to treating every customer with honesty, respect, and care — delivering products and services that are safe, of high quality, and fairly priced.

Product Quality & Safety

GLG maintains rigorous quality management systems — meeting or exceeding applicable quality standards — to ensure that every product and service delivered to customers meets their needs and poses no unreasonable safety risks. We track product quality metrics, investigate customer complaints seriously, and continuously improve our

processes. Recalls or safety notices are issued promptly and communicated transparently when any product risk is identified.

Honest Marketing

We do not engage in misleading advertising, greenwashing, or deceptive marketing practices. All claims made about our products and services — including sustainability claims — are accurate, substantiated, and consistent with applicable consumer protection laws.

Privacy & Data Protection

GLG handles customer data with the utmost care, in full compliance with applicable privacy laws. We collect only the data we need, store it securely, use it only for disclosed purposes, and provide customers with clear rights over their information.

PILLAR

3

PART THREE

Environmental Responsibility

Respect for life and the wise management of natural resources.

The natural environment is not merely a backdrop to our economic activity — it is the source of all resources we use, the sink for our wastes, and the foundation of all life, including the communities and ecosystems that support our business.

GLG is committed to minimizing our environmental footprint, restoring natural systems where they have been degraded, and contributing to the transition to a low-carbon, resource-efficient economy.

3a. Resource Conservation

GLG strives to use natural resources — energy, water, raw materials, and land — as efficiently as possible, applying the principle of doing more with less at every level of our operations.

Energy & Renewable Energy

GLG sets annual targets for reducing energy intensity (energy consumed per unit of output) across all operations. We conduct regular energy audits and invest in energy-efficient technologies — efficient lighting, HVAC systems, industrial process improvements, and building envelope upgrades. In parallel, GLG is committed to increasing the share of renewable energy in our total energy consumption, through on-site generation (solar, wind), green power purchasing agreements, and renewable energy certificates. **Our long-term goal is carbon neutrality in Scope 1 and 2 emissions.**

Water Conservation

Water scarcity is an increasing global challenge. GLG monitors water consumption at all facilities, sets reduction targets, invests in water-efficient processes and equipment, and treats and recycles process water wherever technically and economically feasible. In water-stressed regions, water stewardship receives particular strategic attention, including engagement with local watershed management initiatives.

Raw Materials & Environmentally Sensitive Design

GLG applies the principles of environmentally sensitive design (ESD) — also known as design for environment or eco-design — to develop products that use fewer materials, incorporate recycled content, are designed for longevity and repairability, and can be efficiently disassembled and recycled at end of life. Material efficiency targets are set

and tracked, and life-cycle assessment (LCA) is used to identify the environmental hotspots in our products and processes.

Prevention over reuse, reuse over recycling, recycling over disposal. Landfill is the last resort.

3b. Waste Prevention and Management

GLG adheres to a waste hierarchy that prioritizes prevention over reuse, reuse over recycling, and recycling over disposal. Landfill and incineration without energy recovery are last resorts.

Waste Reduction & Prevention

The most effective waste management strategy is not to generate waste in the first place. GLG invests in process optimization, lean manufacturing techniques, and circular economy design principles to reduce waste at source. Waste generation per unit of production is tracked and reported, and annual reduction targets are set.

Recycling

GLG maximizes the recycling of production scrap, packaging, electronic equipment, and other waste streams. We partner with certified recycling vendors, track recycling rates by waste stream, and set increasing recycling targets. Where recycled materials can be incorporated into our own production processes, we prioritize this to close the loop and reduce demand for virgin resources.

Waste Disposal

Where waste cannot be prevented or recycled, it is disposed of in compliance with all applicable regulations, using licensed disposal facilities and contractors. Hazardous waste receives particular attention, with strict tracking, manifesting, and disposal procedures to prevent environmental contamination. GLG publicly reports total waste generated, recycled, and disposed of by category.

3c. Environmental Risk Control and Restoration

GLG takes a proactive, precautionary approach to environmental risk — identifying potential impacts before they occur, implementing preventive controls, and preparing robust emergency response plans.

Noise & Odors

GLG commits to managing noise and odor emissions from our operations to levels that protect the amenity and health of neighboring communities and employees. We conduct regular noise and odor assessments, install appropriate control technologies (acoustic insulation, odor abatement systems), and respond promptly to community complaints.

Pollution Prevention & Spill Response

All operations involving hazardous materials maintain spill prevention, control, and countermeasure plans. Secondary containment is provided for all bulk storage of liquids. Emergency response procedures are documented,

trained, and drilled regularly. Any environmental incident — including spills, releases, or permit exceedances — is investigated thoroughly, reported to regulators as required, and the root cause is remediated.

Site Remediation & Ecological Restoration

Where past or current operations have caused environmental damage — soil contamination, wetland drainage, habitat destruction — GLG accepts responsibility for remediation and, where possible, ecological restoration. We maintain reserves to fund known environmental liabilities and conduct regular environmental site assessments to identify emerging issues before they escalate.

Climate Risk Management

GLG assesses physical and transition climate risks across its operations and supply chain, aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). Climate risks are integrated into enterprise risk management processes, and adaptation investments are made where necessary to protect operations from physical climate impacts such as flooding, heat stress, and water scarcity.

3d. Reduction of Supply Chain Impacts

GLG's environmental footprint extends beyond our own facilities to encompass the suppliers, logistics providers, and other partners in our value chain. We are committed to working collaboratively with supply chain partners to reduce collective environmental impacts.

Supplier Environmental Standards

All significant suppliers are required to meet minimum environmental standards as a condition of doing business with GLG. These standards cover legal compliance, waste management, energy and water efficiency, and chemical management. Supplier environmental performance is assessed through questionnaires, audits, and third-party certifications.

Transportation & Logistics

GLG works to reduce the environmental impact of transporting goods through modal shift (road to rail or sea), improved logistics network design, vehicle fleet efficiency improvements, and consolidation of shipments. Carbon emissions from transportation are tracked and included in our Scope 3 greenhouse gas inventory.

3e. Collaboration with Communities

Environmental challenges — climate change, water scarcity, biodiversity loss, pollution — require collective action that goes beyond what any single company can achieve alone. GLG actively collaborates with communities, governments, NGOs, industry associations, and other partners to tackle shared environmental challenges.

Community Environmental Partnerships

GLG engages with local communities on environmental issues that affect shared resources — local water bodies, air quality, land use, and biodiversity. We participate in watershed management bodies, local environmental advisory panels, and community cleanup and restoration programs. Where our operations have reduced environmental quality in a community, we work transparently with community members to develop and implement improvement plans.

Industry Leadership & Advocacy

GLG participates in industry sustainability initiatives, shares best practices openly with peers (including competitors, on pre-competitive sustainability challenges), and advocates for public policies that create a level playing field for sustainable business — including carbon pricing, extended producer responsibility, and green building standards. We believe that raising the bar for the entire industry benefits society and, ultimately, our own business.

Implementation, Monitoring & Accountability

This policy is given effect through the GLG Sustainability Management System, which includes: an annual materiality assessment to identify the sustainability issues most significant to our business and stakeholders; department-level sustainability action plans with specific targets, timelines, and accountabilities; regular internal audits and management reviews; and an annual public Sustainability Report that provides transparent, balanced disclosure of performance against all material indicators.

The **Chief Sustainability Officer (CSO)** is responsible for coordinating sustainability strategy and reporting across the GLG Group. **Business unit Managing Directors** are accountable for sustainability performance within their respective operations. The **Board Sustainability Committee** provides strategic oversight and approves material policy changes. Sustainability performance metrics are incorporated into the annual performance review process at all levels of management.

This policy is reviewed and updated annually, or whenever material changes in the business environment, regulatory landscape, or stakeholder expectations warrant revision. The most current version is published on the GLG corporate website and made available to all employees, suppliers, and interested stakeholders.

Endorsement

This Sustainability Policy has been approved by the Board of Directors of Guardian Limited Group of Companies and is endorsed by the Group Chief Executive Officer as a statement of our collective commitment and corporate intent.

It is not merely a policy document — it is a pledge to our employees, customers, communities, investors, and the natural world that we will strive, every day, to be a force for good.

Guardian Limited Group of Companies

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Group Chief Executive Officer

Approved by the Board of Directors

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